

Strategic Action Plan

Transforming Washington State Corrections

Message from the Secretary

Bernard Warner, Secretary
Department of Corrections

For years there has been public demand for more efficient and effective strategies that are smart on crime, while maintaining safety.

At the Washington State Department of Corrections (DOC), we couldn't agree more. The Department has been prioritizing programs that are supported by data and are proven to enhance safety for the public, our staff, and the offenders under our jurisdiction.

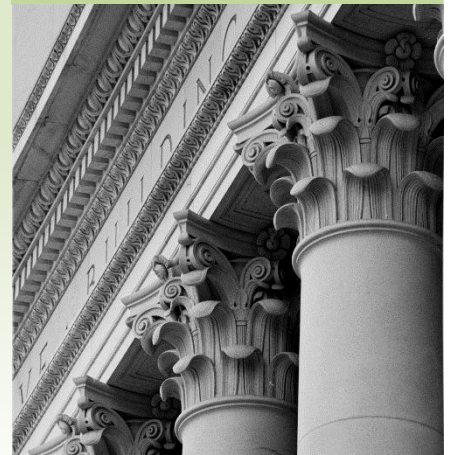
The impact of budget cuts due to the economic downturn has been challenging to our staff and the agency. Throughout this crisis, we have continued to focus our mission and efforts to mitigate impacts to public and staff safety while helping balance the state budget. Facing these challenges, DOC has emerged as an agency that is more focused than ever on offenders who pose a higher risk to public safety.

Moving forward, DOC is placing more attention on outcomes and performance – not just placing any offender in any program, but having the right offender in the right program at the right time so we have the biggest impact on improving offender behavior and enhancing public safety.

This strategic action plan lays out a blueprint to continue to transform DOC toward a correctional organization that is evidence-based, cost-effective, and one that delivers services that increase safety and reduce re-offense behavior. It is a guide to ensure we are moving forward, realizing our mission, and are good stewards of state resources.


The strategic plan must be as useful to executive management as it is to the Community Corrections Officer in Pierce County or the swing shift Lieutenant at the Penitentiary. We have made two significant changes to accomplish this goal. First, we reduced the length of the plan to focus specifically on the core issues. Second, the new strategic plan directs implementation of an outcome based performance measurement system. Data from the performance measures will be reviewed regularly with agency staff. Agency employees will be engaged in the progress and will share in the collective success of the organization.

Any success DOC has achieved is ultimately the result of the hard work by our staff, the men and women who effectively manage high-risk offenders in both prison and in the community, and the administrative staff who support the Department's mission each day. These efforts contribute to safer neighborhoods for the residents of Washington State.



For more information

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Check out our transformation at:
www.doc.wa.gov 





Mission Statement

The mission of DOC is to improve public safety.

Vision Statement

Working together for safe communities

Statement of Values

Staff as our greatest asset

We are committed to the personal and professional development of our staff, and actively seek staff involvement and a shared sense of commitment and service at all levels.

Professionalism and quality of service

As correctional professionals, we demonstrate our commitment through competency, accountability, ethics, and pride in work.

A safe, healthy work environment

We are committed to providing a safe and healthy environment for staff and offenders.

Respect for individuals

We recognize the diversity of individuals and their contributions, and we strive to treat all people – offenders, staff, and public – with dignity and understanding.

Clear, open, honest communication

We encourage communication that promotes unity, productivity, and understanding.

People's ability to grow and change

We acknowledge that people – offenders and staff – have the need and ability to grow and change and we support their endeavors.

Community interaction

We encourage positive interaction with the community as we strive to promote public safety, community protection, and public understanding.

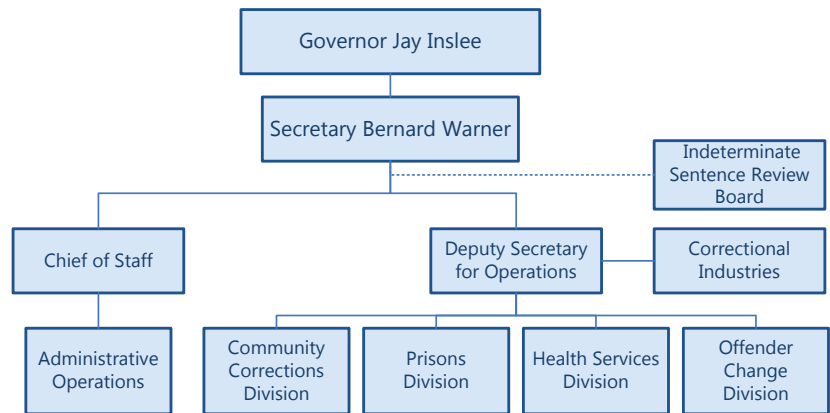
This Statement of Values was developed by our employees to clearly articulate the principles that guide our behavior and the vision that will shape our future.

Agency Overview

The DOC is the third largest cabinet agency in Washington State with a \$1.7 billion biennial operating budget. DOC is responsible for managing adult prison facilities and supervising adult offenders residing in the community. For individuals residing in our prisons, DOC is required to provide basic care, including medically necessary healthcare, court-ordered programming and treatment, housing, and nutrition services. For individuals in the community, DOC is charged with ensuring compliance with conditions of supervision and with engaging the offender toward positive change.

Our Organizational Structure

The Secretary of DOC is a cabinet-level position appointed by the Governor. The Secretary is responsible to administer state adult correctional facilities, community supervision activities, and Correctional Industries.



Our Workforce

The DOC has a diverse staff of approximately 8,100 employees. Together they create safe environments for Washington citizens, staff and offenders, as well as, provide opportunities for positive offender change. Our employees come from many backgrounds including law enforcement, healthcare services, social services, and community-based and facility professionals to support our operations including:

- 24-hours a day, seven days a week in our twelve prisons and sixteen work release facilities;
- Our community supervision operations across the state; and
- Administrative services needed to support operations and services.

Strategic Alignment

The DOC aligns its mission and services with the Washington State's public safety policy and contributes to improve the safety of people and property.

This strategic action plan implements a performance management system that focuses the agency's activities on priority outcomes and contributes towards making Washington the best-managed state in the country. The plan's intent is to move the agency forward; improving our focus, alignment, implementation, swift response, and development of our staff.

Statutory Authority - DOC was created in 1981 by the Washington State Legislature. The enabling legislation for the Department is contained in Chapter 72, Revised Code of Washington. Legislative bills signed by the Governor update this authority.

DOC Strategic Action Plan 2015 – 2017

Mission | **The mission of DOC is to improve public safety.**

Vision | **Working together for safe communities**



Mission	Key Goals	Strategies	Measuring Performance
The mission of DOC is to improve public safety	Engaged and Respected Staff	<ul style="list-style-type: none"> Provide opportunities for staff to discuss and report their safety concerns Improve organizational readiness by providing adequate training, resources, and facilities to support organizational change Promote workplace diversity and respect; ensuring equal access to employment and promotions Recruit, develop and retain a high-performance workforce Provide employee performance reviews in a timely manner Plan for succession at all levels of the organization Ensure personal protection equipment is functional, well maintained, and issue ready Improve communication to ensure staff are informed and enhance working relationships 	<ul style="list-style-type: none"> Employer of Choice measures^{RW} <ul style="list-style-type: none"> I know how my agency measures its success I receive recognition for a job well done DOC staff retention Length of time to fill vacant positions Timely performance reviews Preparedness of Correctional Worker Core Academy graduates to perform job duties Staff trained in Motivational Interviewing or Thinking for a Change who demonstrate adherence to the models
	Safer Operations	<ul style="list-style-type: none"> Implement violence reduction strategies to reduce staff assaults, threats and violent incidents Use advisory committees to monitor and guide safety and security strategies Create and manage an enterprise system to monitor workplace needs, trends, and system failures Manage prison capacity within established principles for safety, mission, and operational efficiency Mitigate safety concerns in regard to offenders in maximum custody, offenders in a known security threat group, or offenders with an identified special need 	<ul style="list-style-type: none"> Violent behavior in prison^{RW} and the community Safety recommendations adopted On-the-job injuries requiring time loss Offender grievance resolutions Use of force while responding to offender behavior Prohibited placement or personal protection plans
	Innovative, Efficient, and Sustainable Business Practices	<ul style="list-style-type: none"> Use Lean principles and tools to promote process efficiency, quality, value, and performance Increase partnerships to assist in successful offender reentry Be good stewards of state resources and the environment Utilize CI products to help reduce costs for agency goods and services Enhance data and performance systems that support operational decisions and facilitate long-term planning Contain healthcare cost growth; ensure access; and improve quality of healthcare for prison offenders 	<ul style="list-style-type: none"> Monitor status, schedule and budget of all strategic, technology, and Lean projects on an enterprise dashboard Annual cost of incarceration and supervision per offender Monitor cost and sustainability efforts, including: energy, recycling, and waste management Days to perform initial offender assessment and placement Contain food cost growth to less than the rate of food inflation index Contain healthcare cost growth to less than four percent annually
	Effective Partnerships	<ul style="list-style-type: none"> Strengthen partnerships and engagement with criminal justice, local, state, tribal and federal government stakeholders Improve engagement with offender families Increase partnerships to assist in successful offender reentry Participate in the Justice Reinvestment Initiative workgroup to identify strategies for an efficient and effective state criminal justice system Leverage state and federal grants to achieve the agency's key goals Collaborate with researchers in the academic community to evaluate programs and initiatives 	
	Positively Changed Offenders	<ul style="list-style-type: none"> Implement evidence-based and research based programs and practices to decrease return to institutions Prioritize higher risk offenders for programs to address their criminogenic needs; ensuring equal access to all who meet criteria Design a system to address offender behavior through responsive incentives, sanctions, and other interventions Prepare offenders for community employment by offering education or employment with Correctional Industries (CI) Provide training to ease transitions to least restrictive custody environments and release from confinement Increase offender readiness for reentry 	<ul style="list-style-type: none"> Return to institutions for offenders^{RW} Offenders complying with conditions of supervision or case plan^{RW} Offenders releasing with a job^{RW} Offenders who remain free of violations and new crimes within their first 90 days of supervision Appropriateness of program referrals against established criteria Offenders housed in intensive management units receiving targeted interventions Offender misconduct Prison releases from higher custody environments compared to all releases Offenders who release homeless



^{RW} Denotes outcome or leading indicator measure included on Governor Inslee's Results Washington performance dashboard.

How We Measure Success

Department of Corrections is implementing an outcome based performance management system. DOC has identified sixteen outcome categories in an effort to track our performance in key goal areas of our organization, improve our operations, and celebrate our achievements.

The Outcome Areas are:

- Employee Engagement
- Staff Recognition
- Staff Retention
- Well Trained and Educated Staff
- Staff Safety
- Offender Safety
- Cost Improvements
- Sustainable Facilities
- Budget Compliance
- Effective Leaders
- Effective Partnerships
- Case Plan Compliance
- Successful Transition
- Offender Accomplishments
- Offender Employment
- Recidivism

Please forward comments to Peter Dawson, Chief of Staff at peter.dawson@doc.wa.gov

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Strategies in Action

The following is a partial list of projects and activities associated with the 2015-2017 Strategic Action Plan strategies.

Engaged and Respected Staff

- Assess and review the training program including the implementation of a new supervisor training course
- Review employee recognition and engagement programs and identify strategies for improvement
- Continue implementation of an annual plan that promotes diversity, inclusion and respect
- Improve recruitment for health services staff and implement new “onboarding” processes

Safer Operations

- Expand implementation of violence reduction strategies (e.g., Prisons Ceasefire Model)
- Implement strategies recommended by VERA Institute and Disability Rights Washington
- Respond to recommendations and guidance from safety and security advisory committees, safety meetings and staff

Innovative, Efficient and Sustainable Business Practices

- Integrate Lean principles and tools into process improvement reviews
- Implement the agency performance dashboard and quarterly target reviews
- Implement a statewide chronic care program for offenders
- Maintain jail capacity and contracts for violator population
- Migrate remaining mainframe applications and reports
- Connect eligible offenders with healthcare benefits upon release while leveraging benefits of the Affordable Care Act
- Implement an integrated system to monitor and track our sustainability efforts
- Continue to integrate Coordinated Quality Improvement Program (CQIP) measures and other Health Services’ measures including enhancements to the data warehouse
- Plan for capacity needs

Effective Partnerships

- Participate in the Justice Reinvestment Initiative workgroup to identify strategies for an efficient and effective state criminal justice system
- Leverage state and federal grants to achieve the agency’s key goals
- Collaborate with researchers in the academic community to evaluate programs and initiatives
- Work with partners and stakeholders to identify ways to expand the number and coverage of re-entry programs and services in the community
- Improve engagement with offender families

Positively Changed Offenders

- Design a comprehensive fourth-generation risk, need, responsivity and case management system (STRONG-R)
- Continue staff training in Motivational Interviewing, Thinking for a Change, and Core Correctional Practices courses
- Monitor the number of offender releases directly to the community from intensive management or maximum custody prison settings
- Increase cognitive behavior interventions for offenders in intensive management settings
- Continue implementation of a quality assurance program